

UNITED STATES DEPARTMENT OF STATE

October 2002

# State

Magazine

*A Different  
View of  
Independence*

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Department of State • United States of America



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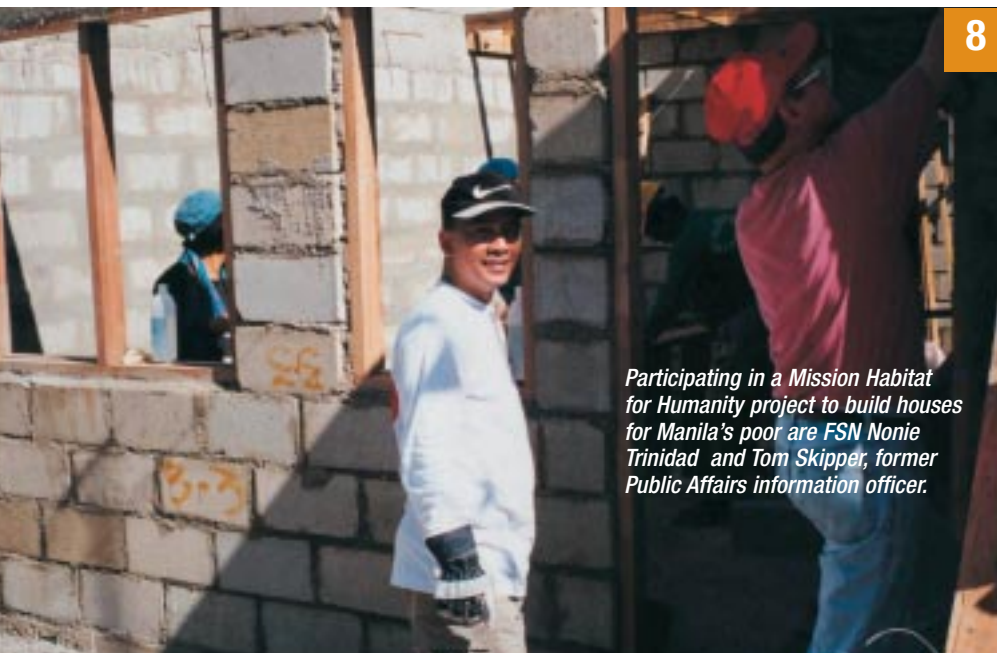
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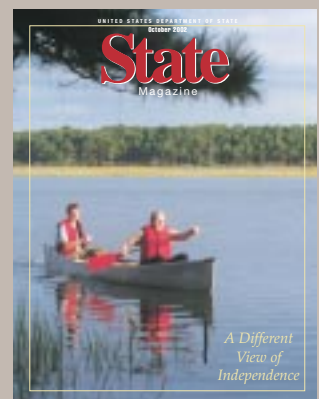
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Photo by Joan Konkel



## FROM THE SECRETARY

SECRETARY COLIN L. POWELL



# We Have a Stake in Sustainable Development

Last month, at the World Summit on Sustainable Development in Johannesburg, I reaffirmed President Bush's commitment to expanding the circle of freedom and opportunity.

Emphasizing that good governance, wise stewardship of the environment and freer trade are the only ways to achieve lasting economic progress, I pledged United States support to developing countries that adopt such farsighted policies. And I spoke of the critical role that public-private partnerships must play in helping them escape poverty and achieve prosperity.

Governments from developing countries and entrepreneurs from the private sector welcomed America's approach—and so, by the way, did most representatives from civil society and international organizations.

Johannesburg was only the latest—and not the last—stop on a long road toward creating a brighter future for the world's peoples. Last November, in Doha, Qatar, the United States successfully worked to put the needs of developing countries at the heart of global trade negotiations to ensure they will get the benefits of freer trade.

And last March, in Monterrey, Mexico, President Bush announced his Millennium Challenge Initiative to work with Congress to increase our development assistance by \$5 billion per year within three years. As an incentive and a reward, this aid will go only to those nations that are governed wisely and fairly, are investing in health and education and are following sound economic policies.

The poor of the world don't need more inflated rhetoric. They need a workable strategy to help them succeed. And that is what ultimately came out of the World Summit on Sustainable Development—in no small measure because of the dedication, skill and expertise of our American delegation and our diplomatic team in South Africa. The Johannesburg Plan of Implementation the conference adopted pulls together our ideas and those of others into one document that reflects the best thinking on sustainable development.

I look to the men and women of the State Department, here in Washington and especially those serving in our overseas posts, to take President Bush's commitment to development seriously and to do your utmost to put the Johannesburg Plan into practice.

Sustainable development isn't just a matter for our USAID or economics officers or our functional bureaus. Questions of development shape the overall quality of our bilateral relationships, and they hold far-reaching consequences for regional stability and security. All of us need to promote development as part and parcel of our larger mission of advancing core American values and interests worldwide.

Helping lift countless millions out of misery is an expression of our nation's deep humanitarian impulse. It also reflects the fact that our own well being depends on the well being of our fellow inhabitants of this planet.

An international consensus now exists on how best to move development forward. The men and women of the State Department can make important contributions to this worldwide effort.

I am counting on all of you to become familiar with the Johannesburg Plan. Let governments in developing countries know about the resources the United States is willing to commit if they undertake political and economic reforms. Encourage NGOs and businesses to form innovative partnerships.

One of the challenges that draws so many of you to a career in the State Department is the chance to make a difference in this world—in the lives of your fellow human beings. In the years ahead, we can help put clean water in the mouths of thirsty girls and boys, prevent the transmission of HIV/AIDS from mother to child, and preserve fragile ecosystems on which the futures of whole societies depend. In short, our work can bring new hope to men, women and children on every continent. ■

## LETTERS TO THE EDITOR



### Exchanges Are Beneficial

I was pleased to see Patty Hayes's article in your July–August issue about her experience with the private sector in

San Francisco and to learn that those opportunities have returned.

In 1971, I participated in the President's Executive Interchange Program, the first person in the Department to do so. Happily, my private sector experience, too, was in San Francisco. Several of my PEIP colleagues and successors went on to distinguished careers. The person for whom I was exchanged at the Bank of America later became the bank's president.

All of us, I'm sure, gained excellent experience and perspective in our exchange program that stood us well in our subsequent careers. Regrettably, the governmentwide PEIP ended a dozen or so years later.

**Ralph H. Graner**

*Retired Foreign Service Officer  
Richmond, Va.*

### Thanks for the Reminder

I want to thank Steve Hubler, regional refugee coordinator at the U.S. Embassy in Addis Ababa, for his letter in the July–August issue crediting the use of seat belts with helping him and two colleagues avoid serious injury when their sports utility vehicle rolled over.

### Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at [statemagazine@state.gov](mailto:statemagazine@state.gov).

When I wrote about these vehicles in the May issue, I failed to mention the importance of using seat belts. Having written extensively about the subject, I considered their use so obvious that I thought repeating it would be "beating a dead horse."

Thank you, Mr. Hubler, for keeping me honest.

**Wortham D. Davenport**

*Engineer  
Office of Safety/Health and  
Environmental Management*

### Credit Where Credit's Due

I was pleased to read your July–August article on "FSI Changes Course." There have been many highly favorable articles about the program over the years, but none has giv-

en credit where credit is due.

Jaques Reinstein deserves credit for making the program, now in its 36th year, a success. Through the concept of a rigorous economics program, he raised the economic competency of Foreign Service officers and of others in foreign affairs. Mr. Reinstein used the bureaucracy effectively to establish the program and to obtain a generous budget. When selecting faculty, he set high standards and consulted with college deans and presidents before approaching a faculty member.

As coordinator of the program for nine years, 1965 to 1974, I worked in an environment Mr. Reinstein had created that assured the success of the program and its participants.

**Warrick E. Elrod Jr.**

*Retired Foreign Service Officer  
Leesburg, Va.*

## From the Editor

October is Disability Awareness Month in the federal government. In the years since the passage of the landmark Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, many disabled Americans have entered the federal workforce. Barriers continue, however—many of them attitudinal.

Our cover story is about one Department employee, blinded in an accident at age 18, who was determined that his disability would not define him. Instead, he concentrated on his education and earned undergraduate and graduate degrees in economics. He has since married, has raised two sons and enjoys doing what most fathers do with their sons—shooting basketball, canoeing, fishing. With one son in college, there are the added "joys" of moves to and from home and tuition.

We think you'll enjoy meeting David Konkell and his family in this issue. He's blind, for sure, but it's not an issue—at least not with him.

HIV is epidemic in Uganda, and the U.S. Embassy in Kampala is dealing compassionately with the effects of the disease on Foreign Service National employees by including antiretroviral drugs in the post's medical plan. While this is a pilot program, it may become a model for other embassies.

Do junior officers have secret lives? Well, we know of at least one who does—and we're willing to divulge it if for no other reason than to share one of his recipes. We are not cooking the books here. This chef's for real.

These are just some of the stories that await you in this issue.

## U.S. Embassy Responds to Prague Floods

A lengthy mid-August deluge brought six months of rain to Prague in just six days, exceeding the Czech capital's last big flood in 1890 and forcing thousands of citizens to flee their homes for higher ground. Countrywide damage was estimated at between \$2 and \$3 billion.

The U.S. Embassy in Prague responded to requests for pumps, fans and medicine and conveyed a U.S. government cash donation to the Czech Red Cross. Embassy employees and their families donated money and formed cleanup crews called the "muckrakers" to restore the art museum and the park on historic Kampa Island.



## Doha Moves Into New Digs



Employees in Doha, the capital of the Persian Gulf nation of Qatar, have moved from temporary portable facilities on the chancery's desert construction site into their new embassy.

The move is a tribute to a team of engineers, builders, designers and security personnel who worked nonstop for more than two years to construct the facility that combines regional architecture with state-of-the-art technology. The facility includes comfortable workspaces, conference and meeting accommodations, and public access areas.

The new chancery also boasts a collection from American and Qatari artists.

The new chancery accommodates the dramatic growth in personnel during the past three years—from fewer than 20 U.S. and 35 Foreign Service National employees to almost double that number today. Last April, Doha graduated from Special Embassy Program status to mission.

Qatar, where there is a sizable U.S. military presence, attracted global attention in November 2001 when it hosted the fourth ministerial conference of the World Trade Organization. It is now preparing for the 2006 Asian Games.



*Doha graduates to mission status in official ceremony.*



# Youths Earn Awards

Under Secretary for Management Grant S. Green Jr. presented the 2002 Foreign Service Youth Awards at a special ceremony in the Department's Treaty Room. The awards recognized Foreign Service teens worldwide who demonstrated outstanding leadership and made significant contributions to their embassy communities, schools, local communities and peers. Winners received a \$1,000 savings bond.

Sisters Anne and Eva Kolker, ages 15 and 13, shared one first-place award. The daughters of U.S. Ambassador to Burkina Faso Jimmy Kolker and Britt-Marie Forslund earned the award for helping orphans during the summer months and for organizing activities for embassy and international children living in Ouagadougou. They were also recognized for establishing a program to welcome new students to the Copenhagen International School, the school they attend while their parents are stationed in Ouagadougou, and for collecting money, clothes and toys in Denmark for the orphans in Burkina Faso.

The other first-place award went to Eric Wanner, 17, son of Colin Wanner and Dale Wanner, now serving at the American Regional Information Management Center in Frankfurt, Germany. He won the Youth Award for his commitment to the teen population at his post and for helping the consulate community, one of the largest Foreign Service posts in the world. Eric saw an understimulated, incohesive community of teens and worked with the community liaison office in Frankfurt to develop the first "Teen CLO Program."

Tristan Allen, son of John and Susan Allen posted in Pretoria, South Africa, earned honorable mention for assisting orphans, underprivileged youth and younger students at his school. Chelsea Hudson, daughter of Charles and Kathy Hudson in Havana, received honorable mention for working with her peers at school and for the time she spent making younger children at the post feel at home. Joseph Jackson, son of William and Ann Jackson in Addis Ababa, was recognized for establishing a much-needed school in a large, underserved community outside of Addis Ababa.

Mr. Green also presented a certificate of appreciation to Michael Yamamoto, son of Ambassador Donald and Margaret Yamamoto in Djibouti, for his outstanding Eagle Scout project raising international awareness in his Northern Virginia community by helping people understand the world around them and the Department's work abroad.

The Foreign Service Youth Awards are sponsored by the Foreign Service Youth Foundation, the Department of State Family Liaison Office, the Associates of the American Foreign Service Worldwide, Harry M. Jannette International and Wood Wilson Company, Inc., of Dallas, Texas.

The Foreign Service Youth Foundation, a nonprofit organization, was founded in 1989 to inform, advocate and develop outreach activities for the youth of all U.S. foreign affairs agencies. For further information about FSYP and its programs, please contact: Kay Eakin, President, P.O. Box 39185, Washington, DC 20016; e-mail: [fsyf@fsyf.org](mailto:fsyf@fsyf.org); web site: <http://www.fsyf.org>; phone: (301) 404-6655.



Photo by Mark Stewart

*Foreign Service Youth Award winners who attended the award ceremony are, from left, Eva and Anne Kolker, Chelsea Hudson and Michael Yamamoto.*

## Sign Up Now for Long-Term Care Insurance

During a special open season that ends Dec. 31, federal employees may sign up for the new federal long-term care insurance program—the first significant expansion of federal benefits since the Thrift Savings Plan of the 1980s.

By enrolling during the open season, current federal employees complete only an abbreviated form to elect a variety of options to cover services—from nursing home and home health care and assisted living facilities to adult day care, caregiver and respite care. Besides federal employees, those eligible include members of the uniformed services, annuitants, spouses of employees and annuitants, children 18 and older, parents, parents-in-law and stepparents of employees.

Enroll online at [www.ltcfed.com](http://www.ltcfed.com). To receive an information kit and application, call toll-free 1-800-582-3337 (voice) or 1-800-843-3557 (TDD).

Applications are unavailable in the Department.

# Sofia Breaks Ground for New Chancery

*Construction begins at the site of the future chancery, scheduled for completion in 2004.*



The U.S. Mission in Bulgaria, which includes about a dozen agencies, is currently spread among 10 aging and vulnerable buildings around the city. The buildings lack appropriate setback and other features to properly protect personnel from bombs or chemical agents. But more immediately, the scattered nature of the buildings hinders the mission's productivity.

To remedy this situation, ground was broken in June for a new chancery building—the first U.S.-constructed building in Bulgaria.

The mission will rest on a 10-acre compound—purchased in May of 2001—and will include a state-of-the-

art perimeter security system, a 15,122-square-yard chancery and warehouse, and housing for a Marine contingent. The new office building is expected to be completed in August 2004.

Charles E. Williams, director of Overseas Buildings Operations, spoke at the groundbreaking ceremony, stating that the new mission “will provide a meaningful infusion of financial and human resources for the country.” He said approximately 350 local workers will be employed, and construction materials such as concrete, steel and gravel will be purchased locally.

“Working together on this project, we hope, will be a sparkling symbol of the fruits of cooperation between our two countries,” Mr. Williams said.

Also on hand for the groundbreaking were Ambassador John D. Negroponte, U.S. representative to the U.N.; James W. Pardew, U.S. Ambassador to Bulgaria; Solomon Passy, Bulgarian minister of foreign affairs; and Stefan Sofianski, mayor of Sofia.

OBO has established an office in Sofia to ensure that the construction of the chancery compound is completed on time and within budget.

Beginning in autumn of 2004, embassy employees will no longer work in kludged-together office spaces that resemble attic apartments. Instead, they will be under one roof with new security and technology—and nestled in the shadow of Mount Vitosha.

—Keith Hughes

## CFC Gets Under Way

The Department's Combined Federal Campaign is under way with a goal this year of \$1.905 million—a 3 percent increase over last year's contributions.

In the aftermath of the tragic events of last Sept. 11, federal employees in the National Capital Area gave more generously than ever before in the history of the campaign—contributing \$50 million.

The only authorized canvass of federal employees in the work place, the CFC supports some 3,000 nonprofit organizations locally, nationally and overseas. Employees may elect to support specific organizations or to con-

tribute to the general campaign.

Employees are encouraged to use payroll deduction when contributing to the CFC.

Ambassador Ruth A. Davis, director of the Foreign Service and director of Human Resources, kicked off the campaign on Sept. 30, noting that the Department has a strong tradition of generosity and one of the highest per person average donations of any federal agency.

The Department last year won the coveted Pacesetter Award by exceeding its assigned goal of \$18 million by more than 3.5 percent.

# Recognizing Excellence

Most people think that the State Department has only two ways to recognize excellent employee performance: promotion and good assignments.

I don't quarrel with either. We have a third way, however, and I encourage all of our leaders and managers—Civil Service and Foreign Service—to use it more frequently and imaginatively. I'm referring, of course, to the Department's awards program and, more important, to the need to have our best people nominated.

Before this column reaches you, the Department will have held its annual awards ceremony. We will have recognized the DCM of the Year, the OMS of the Year and Civil Service Secretary of the Year and presented the Director General's Award for Reporting—to name just a few.

It is critical for managers to take the time to forward the names of good candidates. I would like to see more examples of the situation we faced this year in our selection of the DCM of the Year. We received 23 nominations, including ones from large, medium and small posts. We had nominations from every geographic area of the world, and those nominated ranged in rank from O-2 to Minister-Counselor. The number and quality of the nominations challenged the awards committee and enhanced the award's prestige.

As you consider the awards program at your particular post or in your bureau, I urge you to focus special attention on the performance of our Foreign Service specialists and our Civil Service and Foreign Service National employees. We need more and better nominations, quite frankly, in all these categories. I would remind you, too, that Civil Service employees are eligible for many of the Department-wide awards.

All of us know the critical importance of our specialists and how much we rely on them in our worldwide operations. Whether it's the Diplomatic Security Employee of the Year, the Thomas Morrison Information Management Award or our OMS and Secretary of the Year awards,



they are all essential to our mission. Recognizing these high achievers validates the One Team, One Mission concept.

There's something else worth mentioning. In addition to the honor involved, these awards carry with them significant cash stipends as well.

When we recognize our FSNs, both at post and here in Washington, we are saying "thank-you" to the thousands all over the world who help us represent America, present America's story, expand trade and public diplomacy opportunities and respond to the logistical and administrative needs of an overseas U.S. presence. The FSN of the Year Award is not the only one avail-

able, either. One of the two annual Swanee Hunt awards goes to an FSN to recognize work in advancing the status of women.

Getting the right people nominated for the right awards is something that we cannot do exclusively here in Washington. No matter how smart we think we are about what is going on in the world, the fact of the matter is that only the leaders and managers at our overseas posts who know their top performers are. Identifying them and putting their names forward in the award process is one of the best ways you have to show how much you value their contributions.

And while I'm on this subject, I want to let you know that the people most likely to win are those whose nominations are carefully written, that follow the nomination guidelines and portray real persons performing at top efficiency in their chosen professions. You cannot simply recycle that EER, change or scramble a few superlatives and put it in the mail. Keep in mind that the members of the awards committees are themselves often the previous recipients of awards. They can tell the difference between good writing and hastily scribbled fluff.

For those of us in public service, the gratitude of our country is and will always remain our highest reward. But respect and recognition from our colleagues is not only welcomed, it is treasured. ■



## Post of the Month:



*Members of the Veterans Affairs staff after trekking on Mt. Famy in Laguna, Philippines, as part of a team-building retreat.*

Photo by Jonathan Cabardo

# Manila

By Chiara Ricciardone

Because of flight schedules, most Americans arrive in Manila at night amid glowing green Starbucks signs, bright yellow arches and glassy high-rise condos—impressions hard to dislodge.

The familiar Western architecture, goods and government along with English as a second national language, however, may be misleading. For beneath the Western veneer is a unique

and indelible culture. The Filipinos have assimilated elements from both the Spanish, who ruled the Philippines for more than 300 years, and the Americans, who governed the nation from 1898 to 1946. A popular quip describes the nation's history as "350 years in a convent and 50 years in Hollywood."

Nonetheless, pulsing underneath the Spanish and U.S. overlays is an indigenous Malay-related culture that includes ancient Islamic elements. The Filipinos have a way of taking what is best from their roots and creating their own distinctive culture—even the McDonalds in the Philippines feature various "McDo" meals of rice and your choice of meat, a typical Filipino dish. Reciprocally, the Filipinos have boomeranged their own "Jollibee" fast-food chain to the United States.

During the half-century of direct U.S. influence, the United States cultivated a long-standing and complex relationship with this extraordinary country of more than 7,000 islands, 80 million people and perhaps as many as 160 languages. A "reluctant imperial power," the United States from the outset sought to bestow both independence and democracy on the Filipinos...but, as author and Foreign Service spouse Stanley Karnow describes, very much "in our image."

With 36 agencies and offices, close to 300 Americans and 1,000 Foreign Service National employees, Manila is one of the Department's largest posts. And it's no wonder—there are 2 million Filipino-Americans in the United States (the largest ethnic community after Mexican-Americans) and more than 120,000 U.S. citizens residing in the Philippines. Taking a corporate approach, the embassy clusters agencies thematically at country team meetings, facilitating cooperation in reaching the mission's goals of mutual



Photo by Ben Baguyo

*"Yankee, please stay." Secretary of State and Mrs. Powell proudly display their gifts from conflict-affected southern Philippines. Filipino Muslims and Christians alike welcomed the cooperation of U.S. and Filipino forces in the joint "Shoulder to Shoulder" ("Balikatan") counter-terrorism exercise.*

security, mutual prosperity and service to both U.S. and Filipino publics.

The mission hosts the only overseas office of the Department of Veterans Affairs, providing vital medical and personal services for some 18,000 U.S. and Filipino veterans and their widows. Filipinos have a long history of military loyalty. They fought with the United States during World War II, Korea and Vietnam and are now helping in the fight against global terrorism.

The Regional Printing Center provides global printing and distribution services for overseas and domestic publications. While smaller branches of the center exist in Vienna and Washington, D.C., Manila's is the flagship facility.

Manila also boasts one of State's largest and busiest consular sections, offering some unique services. Many of the Americans living in the Philippines are elderly war veterans and their family members. Because the Philippine government lacks the infrastructure to serve the far-flung islands, American Citizen Services officers pay visits about four times annually to areas with lots of Americans. A 24-hour appointment phone line enables consular employees to initially screen and organize 250,000 nonimmigrant visa and 45,000 immigrant visa applications each year, eliminating the historic snaking lines of applicants on the streets. A busy fraud prevention unit includes both consular and security officers and works closely with U.S. law enforcement agencies at post.

Junior officers acquire valuable experience and training here. Under a unique rotational program, J.O.s work stints in different consular offices (nonimmigrant visas, immigrant visas, American Citizen Services and fraud prevention) before going on extended "excursion" assignments to other sections of the mission. J.O.s frequently meet with host country cabinet officers and agency chiefs.

The U.S. Agency for International Development helps protect the environment, improve family planning and



Photo by Steve Ruken

*Boracay Island is a popular retreat.*





*Rescued American missionary Gracia Burnham, held hostage along with her husband Martin by the Abu Sayyaf terrorist group for over a year, is wheeled to a press conference by Dr. Bruce Muller, regional medical officer. Also present are, left to right, information officer Frank Jenista and registered nurse Cobie Muller.*

health care and strengthen the economy, especially in the poverty-stricken and conflict-affected region of Mindanao in the southern Philippines. The area includes Basilan Island, where a terrorist group held American missionaries and where USAID's Livelihood Enhancement and Peace program is helping to reintegrate former combatants into the economy.

To avoid Manila's famously sticky traffic, employees start their busy days early (7:30 a.m. or before) and try to

leave around 4:30 p.m. But only the computers shut down then! Manila is bursting with world-class restaurants with Third-World prices, vibrant nightclubs and bars, and modern shopping malls. There are many spas, too, offering affordable manicures, pedicures, facials and massages.

Beyond Manila, the country offers sumptuous and diverse landscapes such as the historic mountaintop American residence in Baguio, summer home of the U.S. Governor General before the establishment of the Philippine government and site of the formal surrender in 1945 of the Japanese Imperial Forces in the Philippines. Instead of palm trees there are pines and evenings cool enough to invite a fire. The Philippines is also a beach lover's paradise. Resorts offer world-class scuba diving



*Camille Purvis, a junior officer in the political section, poses with a street vendor after driving a hard bargain for sugarcane.*



*Resting above the crater lake of Taal Volcano are, left to right, summer intern Alexis Monquez, Rachel Donahue, the author, Ambassador Ricciardone, Isaac Mussomeli, Marie Ricciardone, Alexis Mussomeli and Deputy Chief of Mission Joseph Mussomeli.*

and provide a respite from the fast-paced life in Manila. Declared one of 17 "megadiverse" nations by Conservation International, the Philippines abound with fabulous travel opportunities.

The closing of Clark Air Force and Subic Naval bases in 1992 removed a factor that both defined and limited U.S.-Philippines relations during the Cold War. Since President Gloria Macapagal Arroyo announced her unequivocal support to fight terrorism, bilateral relations have begun a new phase in a maturing relationship. Focused on a more balanced and complex mix of mutual benefits and goals, the U.S.-Philippines relationship makes Manila one of the Department's most exciting and meaningful posts. ■

*The author, a student at Swarthmore College in Pennsylvania, was an intern in the Community Liaison Office during the summer.*



Office of the Month:  
Center for Administrative Innovation

# Center Thinks Outside the Box



CAI employees, from left, Monique Austin, Pamela Marsh, Matthew Burns, Alaina Teplitz, Stephen Williams and Alan Greenfield think outside "the box."

## Story and photos by Matthew Ryan

**T**he Bureau of Administration's Center for Administrative Innovation is more like a consulting company than part of a government agency. CAI's mantra is "think outside the box." They view Department employees as their customers and their mission as improving support to the front lines.

Quality improvement is not a short-term problem. It requires more than a quick fix. When Bill Eaton became assistant secretary for Administration, he envisioned a new office dedicated solely to finding ways to deliver better service. "We needed a team that didn't have operational responsibility limiting their creativity."

Thus, the CAI was born.

After naming Matthew Burns as director, Mr. Eaton required only that CAI have practical goals and deliver quick results. Mr. Burns said he spent the first six months determining what to do and how best to do it. The director began by requesting

friends and colleagues to recommend the most creative people they know.

The CAI is a project-oriented organization. The CAI team identifies areas that need improvement, brainstorms ways to improve productivity, corrects deficiencies and improves quality of life for employees and families.

Among its many projects, CAI has held two "good ideas" workshops that brought together Foreign Service, Civil Service and Foreign Service National professionals to suggest improvements on delivering services effectively. CAI summarized the conclusions in templates to give overseas service providers tips on common activities like welcoming new arrivals, managing a warehouse, enhancing customer service, moving to a new office building or automating at-post financial operations.

CAI put other suggestions in a library, which contains about 100 "good ideas" on how to provide better service—including documents, links and contacts to help posts quickly adopt these new methods.

*"We have to challenge our current assumptions and envision the diplomacy of the future and how to best support it."*

Stephen Williams

The center is also pursuing a pilot project for ISO 9000 certification for the services embassies provide their customers. The international management standard certifies that an organization has quality control standards, including documentation, trained people and an outside auditor. The U.S. Embassy in London achieved the first ISO 9000 certification (for general services officer) on its own, and CAI analyst Janice Fedak is working on piloting the concept in Vienna, Brussels and Warsaw.

As a member of the American Productivity and Quality Center, the Department, through CAI, is sponsoring the study, "Using Knowledge Management to Drive Innovation." The center is working with five expert knowledge management organizations—3M, Boeing, NASA JPL, World Bank and Millennium Pharmaceuticals—to learn how they have improved the quality of their services.

Alan Greenfield, a program analyst, led the effort to promote an efficient post profile database system. The system, created by an overseas bureau, allows posts to quickly construct detailed spending requests, budgets and personnel numbers. Once fully implemented, it will improve the quality of data throughout the department and minimize the number of times the same information has to be entered in various places.

For example, State Department phone books identify key officers at posts. RPS, which updates the phone books, used to manually research and update this information. By using the post profiling system and putting the information on the web site, posts can help reduce RPS's labor and also reduce their own cable traffic.

CAI will soon link electronically to other offices, including Human Resources and Overseas Buildings Operations, to automate reporting, reduce post workloads and improve the accuracy of data in Washington.

One of Mr. Greenfield's current projects is to initiate a continuous process improvement program, known as the six sigma process. The process "gives people tools to ana-



*Sharing a laugh at the CAI open house are Bill Eaton, left, assistant secretary for Administration; Matthew Burns, director of the CAI; and Grant Green, under secretary for Management.*

lyze how they can better meet customer needs—how and how well you deliver services with the goal of incremental improvements," according to Mr. Greenfield.

Monique Austin, another program analyst, started with CAI in March. Her first project involved re-engineering the Bureau of Administration's web page.

Ms. Austin finds it beneficial that CAI has many employees on temporary assignments to the center, including Presidential Management Interns who bring fresh perspectives to the office. "These employees appreciate their time with us because they can participate in a project from start to finish," Ms. Austin said. "We appreciate their ideas and energy and encourage them to take the innovations they have learned at CAI back to their own offices."

Christina Somma, a program analyst, sits on the committee for International Cooperative Administrative Support Services. The committee provides quality services to posts at the lowest cost, while attempting to ensure that each agency bears the cost of its presence overseas. Under ICASS, agencies reimburse State for services provided.

Dhyana Parker, office manager since last December, said, "I've been with State for 12 years and this is the best office I've ever worked in. We all enjoy being here."

Mr. Eaton is impressed with the CAI team and their results.

"Some employees were offered positions at CAI," he said, "but they felt it was too risky for their careers. If you're unwilling to take a risk, you can't be creative. The people we have took that risk and they are great." ■



*Monique Austin, program analyst, is redesigning the bureau's web site, among her many projects.*

*The author, a graduate student at the University of Kentucky's Patterson School of Diplomacy and International Commerce, was an intern at State Magazine this past summer.*

*His disability has never defined him.*



Photo by Carl Goodman

*David and Joan Konkel outside their home in Washington, D.C.*

# A Different View of Independence



## By Carl Goodman

**I**t was the summer of 1970. He was studying economics at the University of California at Berkeley. She was an elementary school teacher from San Francisco taking courses for certification. They shared a rooming house on fraternity row with others and together frequented coffee-houses, theaters and restaurants.

He remembers her as “smart and cultured.” She remembers him as “intelligent and self-confident.” For him, at least, it was love at first “sight.” They would marry four years later.

His description is metaphorical, of course, considering he had lost his sight years earlier while “hot rodding” in the foothills of San Jose. His Triumph TR3 spun out on a turn and flipped over several times, crushing his jawbone and pinching his optic nerve.

He was 18 and fresh out of high school, where he excelled at basketball, and played the fiddle and sang bass in a bluegrass band called the Green Mountain Boys. He lay in a coma for a week. When he left the hospital three months later, he entered an orientation center in Albany, Calif. There he learned to use a cane. The real emphasis was on “independence.” If you used a dog, the center’s

philosophy went, you would be dependent on the dog. With a cane, you’re pretty much on your own.

The center’s lesson on independence has remained with David Konkel. At Berkeley, where he used taped texts and student readers, he co-authored a proposal that received federal funding for a Center for Independent Living. The Berkeley facility became the model for 470 such centers worldwide. But Mr. Konkel was determined not to let his disability define him. He chose instead to focus on his graduate studies in economics. A professor who would have a profound influence on his approach to economic analysis, William A. “Bill” Niskanen, now chairs the Cato Institute, a Washington think tank.

On a recent Sunday morning, sitting on the patio of their century-old row house in Washington, D.C., with his wife Joan, now a sculptor and mother of their two sons, he talked about his life before and after he received four degrees from Berkeley—the last a doctorate in economics in 1977.

He was 11 when John F. Kennedy was elected President and considers himself part of the Kennedy “generation.” President Kennedy certainly “enhanced my interest in national government,” he said.

He flirted briefly with the private sector, even flying to New York to interview with a large international banking



Family photo

*David Konkel plays fiddle and sings bass with the Green Mountain Boys in a local coffee shop in San Jose, Calif., in 1967.*



firm. The interview went well enough, but he found the bustling city much too crazy for raising a family.

He finds Washington's streets friendly and commutes by bus from his home in Georgetown to and from his office at the State Department, where he is deputy director of economic analysis in the Bureau of Intelligence and Research. Except for one year with the International Trade Commission, he has worked at the Department since 1977. As for choosing a career in government, he's "never given it a second thought."

Earlier, while conducting research for his dissertation, Mr. Konkel and his wife spent a year in Santiago, Chile. She had traveled widely as a young girl with her grandmother and enjoyed the experience of living abroad. He found the country "difficult." People tended to "overreact"

to his disability. That "uncomfortable" experience, coupled with the requirement of being available worldwide, may have influenced his choice of a Civil Service career over one in the Foreign Service, where a number of blind employees now serve.

The Chilean experience hasn't precluded international travel for the Konkels by any means. They have vacationed in the snow-capped mountains of



*Photos from their family album capture joyful moments for the Konkels at the Tidal Basin in Washington, D.C., top, and in Cozumel, Mexico, in the mid-70s.*



*Joan's mother, Mildred Bright, accompanies the Konkels to an exhibition of her daughter's sculpture at the Renwick Museum in 1984.*

Switzerland and on the sunbathed beaches of Cozumel—"assignments" over which they had complete control.

Once dependent on paid and volunteer readers, Mr. Konkel accomplishes all of his work today using a complement of computers. His work environment, he said, is "dramatically different" from what it was 12 years ago. His is truly a paperless office.

The city's streets may be friendlier than the corridors of the Truman Building during renovation. With so much construction going on, he has to be careful to avoid accidents. But they have happened. He lost a tooth walking into a protruding metal pipe left unattended and bruised himself on another occasion when a stepladder, left in a shopping cart, caught him in the throat. Fortunately for Mr. Konkel, the shopping cart moved, cushioning the blow.





*The Konkel family, David, Joan, Brandon and Warren, assembles for a family photo in 1996.*

Ordinarily, with his cane he can hear where a wall ends and an open corridor begins. When negotiating familiar terrain, he depends on mental pictures he has drawn of the places. It is the unexpected obstacle, particularly one suspended in the air, that his cane cannot detect.

Patricia Pittarelli, who manages the Department's disability program in the Bureau of Human Resources's Office

of Employee Relations, meets periodically with building managers and supervisors to make them aware of potential hazards to employees with disabilities like Mr. Konkel's.

Mr. Konkel treads a well-worn path to the Department's fitness center, where he works out each noon, lifting weights and using the treadmill. Asked how much he bench presses, he deflects the question by applauding one of his colleagues, Eric Altbach, who handles 330 lbs.

In addition to this daily exercise, the tall and trim Mr. Konkel enjoys Virginia's Eastern Shore, where the family has a second home on tiny Chincoteague Island. He shoots baskets in the back yard and boats and fishes in the inlet waters with sons Brandon, 15, and Warren, 19, a college student in upstate New York. On occasion, he and his wife ride their tandem bike on the trails that snake through the woods on Assateague Island, home to the legendary wild ponies.

At sunset, when the crowds have gone, the former blue grass band leader-turned economist enjoys walking quietly on the beach with the woman he first "saw" in college. ■

*The author is editor of State Magazine.*

# Where's the Mouse?



So with all of those computers on his desk, where's the mouse?

David Konkel couldn't use a mouse even if he had one. Besides, there's nothing a mouse can do that a keyboard can't. And that's how Mr. Konkel, who is blind, sends commands to his three computers to prepare economic analyses for the Bureau of Intelligence and Research.

And what about those headphones? No, he's not listening to bluegrass music (even though he once had his own bluegrass band). Instead, he's using screen-reading

software to tell the computer what words to speak or to go to the next line or sentence. With a speech synthesizer built into the computer, he can "rip" through documents at 450 to 500 words per minute without losing any clarity. That isn't possible with a tape recorder or human reader.

Until 12 years ago, Mr. Konkel relied on human voice to navigate his work-a-day world. Much of it was attributable to the classified environment where he worked—where all the computers were copper wrapped or tempest protected. To install a speech synthesizer required opening the computers. Initially, he used a computer with a synthesizer in a room housing the bureau's mainframes. But the room was noisy and isolated.

When the National Security Agency determined that tempest protection was unnecessary, Mr. Konkel returned to his desk, where he is now more productive and content with the synthesized voices of Uppity Ursula, Rough Rita and Perfect Paul, and not even a mouse.



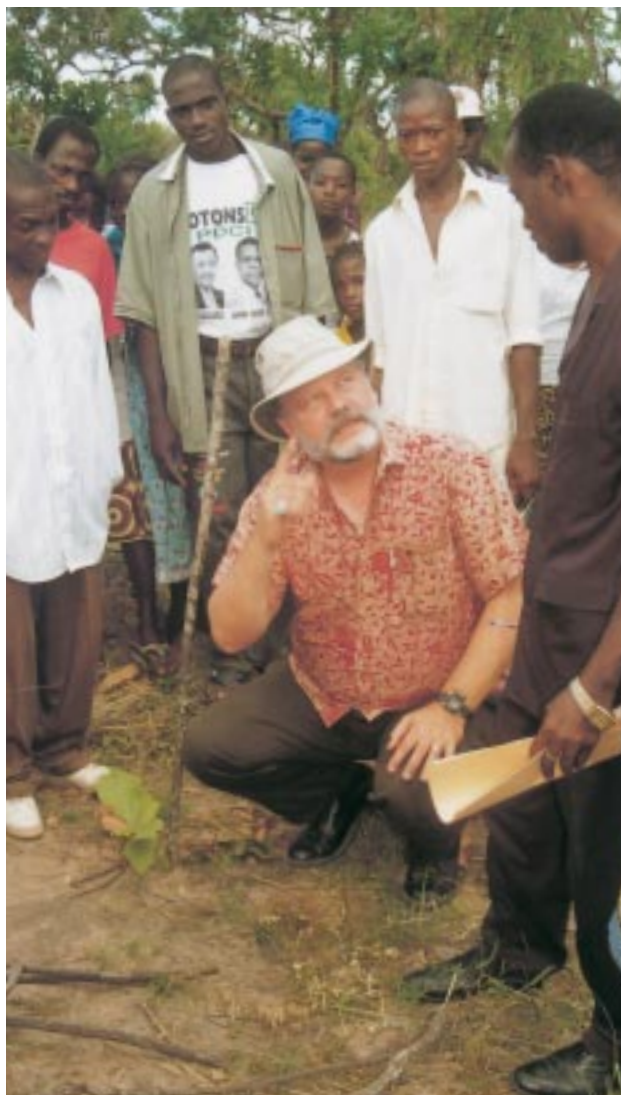
# On Being a 'Hubster'

By Charles O. Cecil

**"T**his officer is assigned to a bilateral mission, has regional responsibilities and promotes a global agenda." So stated the "special circumstances" section of the employee evaluation report of a regional environmental officer. In a nutshell it summed up the challenge and scope of each of the 12 "environmental hub" positions that exist at selected posts around the world.

Some environmental problems need regional rather than national (single-country) or global solutions. Environmental hub officers promote regional cooperation in using and managing scarce water resources, tracking illicit trade in endangered species and combating illegal fishing or logging.

The science, technology and health arenas hold other examples where coordinated regional responses are likely to be more effective than a



*Abidjan hub officer Richard Hawkins discusses a village reforestation project with Robert Glande, president of an Ivorian NGO.*

series of bilateral actions. They include information technology systems, genetically modified organisms and regional coordination in the education, screening, treatment and prevention of AIDS/HIV.

Hub officers also promote closer relations, stability and security among foreign governments in their regions. Their work serves broad U.S. interests while advancing the objectives of the regional bureaus that own the positions and the Bureau of Oceans and International Environmental and Scientific Affairs, which provides substantive support.

Currently, there are 12 hub positions based in Abidjan, Addis Ababa, Amman, Ankara, Bangkok, Brasilia, Budapest, Copenhagen, Gaborone, Kathmandu, San Jose and Tashkent.

Hub officers have a regional mandate while environment, science and technology officers work on bilateral issues, promoting cooperation between the U.S. government and the host country.



Kathmandu hub officer Michael DeTar discusses U.S. arsenic removal technology with young scientists from Jadavpur University, Calcutta.

Secretary of State Warren Christopher announced the hub idea in a speech at Stanford University in April 1996. Though they are often called “environmental hub officers,” it quickly became apparent that their main concerns would be oceans, science, technology and health issues.

“Science is needed to investigate problems, while technology is applied to mitigate them,” says Andrew W. “Andy” Reynolds, deputy adviser in the Office of the Science and Technology Adviser to the Secretary of State.

“The opening of new lines of communication between governments is necessary to combat illegal, unregulated and unreported fishing—one of the most serious problems in achieving sustainable fisheries,” according to Mary Beth West, OES’s deputy assistant secretary for oceans and fisheries.

Similarly, the growing HIV/AIDS epidemic demands attention in U.S. foreign policy as a problem that knows no boundaries and needs to be addressed regionally.

Wherever there are U.S. interests, hub officers work with national governments, regional organizations, environmental nongovern-

mental organizations, donor organizations and the business community to promote, develop and support regional political dialogue and cooperation on trans-boundary issues.

The hub officer in Amman, Jordan, for example, brought together Palestinian, Jordanian and Israeli officials to discuss common water problems. Last year, his



U.S. Ambassador Darryl N. Johnson discusses efforts to preserve Thailand's dwindling hardwood forests with officials during a visit to Kao Iai National Park in the country's northeast.

Photo by Ted Osilus



counterpart in Bangkok proposed and OES funded the first workshop in Southeast Asia for law enforcement officials to discuss common approaches to combat illegal timber operations. In Brasilia, the hub officer helped to unite Latin American countries in combatting illegal traffic in endangered species. The hub officer in Addis Ababa, meanwhile, organized a workshop on marine fisheries enforcement involving officials from 11 countries in the region, the U.S. Coast Guard and several regional and international organizations.

When surveyed recently, current and former hub officers saw their assignments as career enhancing. After their tours, Deborah Seligsohn and George Sibley completed a year of graduate work at Princeton University. Ms. Seligsohn is now in line to be an environmental, science and technology counselor in Beijing while Mr. Sibley will be principal officer in Calcutta. Larry Andre, meanwhile, is moving from Addis Ababa to Freetown as deputy chief of mission.

Richard Hawkins, Abidjan hub officer, relocated this summer to Santo Domingo as section chief in narcotics affairs with responsibility for drug and crime affairs in the Dominican Republic and Haiti. Mr. Hawkins also credits his hub work for his multifunctional promotion to O-2 in 2001. "I believe the hub job showed that I could operate successfully in a loosely defined environment with many players and high stakes," Mr. Hawkins said.

Other hub officers note that the regional nature of their work causes them to travel frequently, creating opportu-



Photo by Ted Osius

*Hub officers' jobs often take them beyond the capital city to fascinating locations in a nation's interior. Bangkok hub officer Ted Osius visited this hill-tribe village in Burma while surveying a forestry project.*



Photo courtesy of Ted Osius

*Ted Osius gives his mount a grateful pat for carrying him into the forest of Burma's Bago Yoma Mountains, north of Rangoon.*

nities for them to become known by numerous ambassadors and deputy chiefs of mission, establishing relationships that may prove useful in their careers and demonstrating their own capabilities to more than a single set of rating officers. ■

*The author, a retired former ambassador, helped review the regional environmental hub program for the Bureau of Oceans and International Environmental and Scientific Affairs.*

## Getting Together

**T**he first worldwide conference of regional environmental officers in Budapest this past June reviewed issues concerning hub officers and compared success stories and problems encountered in their work.

Mary Beth West, deputy assistant secretary for oceans and fisheries, who chaired the conference, offered a number of suggestions for making hub officers even more effective. "Hub positions demand officers who are innovative and entrepreneurial in promoting regional dialogue," she said. "We all have a stake in their success. Thus, in conjunction with the regional bureaus, we want to give them as much help as we can."

In six years, the hub officers have demonstrated their worth and promise. In a multi-polar world of rapidly increasing complexity, their responsibilities are certain to increase. The hub program is the kind of targeted instrument and approach the Department will need in order to play a leading role in solving transnational problems.



# Kampala Includes Antiretroviral Drugs in Medical Plan

By Jacqueline Holland-Craig

**H**IV is epidemic in Uganda, where the first cases of HIV/AIDS were reported in the country in the early 1980s. Although Uganda has succeeded in reducing the prevalence of HIV among adults over 30 to less than 9

percent, the repercussions of the disease on the nation have been profound.

Most Ugandan families have taken in several orphans of siblings or close relatives, and many colleagues and friends have HIV/AIDS. The cost of good medical care is high when compared to salary levels, and this is especially true for HIV/AIDS care.



*Driver Frank Katabazi appreciates receiving ARV drugs through the U.S. Embassy's medical plan.*

The U.S. Embassy in Kampala established an HIV/AIDS committee to draft a policy to help local employees deal with the effects of HIV/AIDS and to create a positive working environment within the mission.

At about the same time, the Department adopted a policy that prohibited pre-employment testing for HIV, authorized antiretroviral (ARV) drugs to prevent mother-to-child transmission of the disease and covered the treatment of all opportunistic infections that occurred because of the weakened immune systems of those infected with HIV.

The embassy's HIV/AIDS committee included these elements in the post's HIV/AIDS policy, but committee members felt strongly that the mission should go further by making ARVs available in the post's medical plan to all employees infected with HIV. This action would not only reduce illness and prolong the lives of employees with HIV/AIDS, it would maintain a healthy, well-trained embassy workforce and enable employees to continue to support their families.

The Department's Office of Medical Services, while agreeing that ARVs were efficacious, believed most Third World medical institutions were unable to adequately track patients, monitor the effects of the complicated drug cocktail and ensure continued treatment to prevent resistance. Under such circumstances, poor treatment might be worse than no treatment. In addition, there was concern about the potentially huge budgetary impact of such a program. In 2000, ARV annual treatment cost approximately \$4,000 per patient.

The committee discovered, however, that because of price reductions and the availability of generic medications, ARV costs in Uganda had dropped to approximately \$700 per patient in 2001. The HIV/AIDS committee calculated costs and determined that the embassy would be able to afford ARV treatment for affected employees, presuming that the rate of infection of staff was similar to the rate in the country as a whole (because of confidentiality policies, post management did not know the precise rate of infection).

Constrained by these budget limits, embassy management offered Foreign Service National employees the choice of extending ARV treatment to family members under a co-payment scheme. The FSNs preferred to retain their original benefit levels and administer ARVs to employees only, with no co-payment. They hoped that costs would prove lower than feared and that family members could soon be included fully in the new program.

The final step was to get MED's approval that Ugandan facilities were capable of successfully monitoring patients on ARV treatment. Fortunately, the Centers for Disease Control and Prevention's office in Uganda had been tracking ARV treatment closely for more than two years and published two studies showing a success rate similar to rates in Europe and North America. MED used these findings to authorize the treatment. The embassy's health practitioner certified to



*U.S. Ambassador to Uganda Martin Brennan shakes hands with driver Frank Katabazi, an HIV positive employee now receiving ARV drugs through the embassy's medical plan.*

the Department that ARVs were available in Uganda and the program could work. With this background, the Bureau of Human Resources' Office of Overseas Employment authorized including ARV treatment in the post's medical plan.

The embassy implemented the plan carefully, knowing that the results of this pilot program would have far-reaching effects on other embassies (Kampala was the first embassy authorized to administer ARVs, but other embassies had been doing so if existing insurance policies included the treatment as a prevailing practice).

Not only did the embassy need to track the costs to determine if family members could be added, but they also needed to ensure that employees received the right doses and followed the directions for taking the medications. All this had to be accomplished while preserving patient confidentiality.

The insurance company made the appointments, began tracking treatment dates, established viral load and cell count test appointments, collected results and followed patient progress. The company will provide the embassy a summary of costs and success rates while strictly protecting patient confidentiality. The insurance company took on this task at no greater cost because they expect the embassy program, if successful, will be a model for other employers in Uganda. This will be good for business, good for employees and good for Uganda. ■

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*The author is the administrative officer at the U.S. Embassy in Kampala.*



# EUR's Executive FSN Corps: BRIGHT IDEA

By Fran Gidez and Xan Stepp

**L**ate in 2000, in response to the growing demand for administrative support, the executive directorate of the Bureau of European and Eurasian Affairs formed the "EUR Executive FSN Corps." This talented team of 12 Foreign Service National employees—professionals experienced in the areas of human resources, general services, financial management and facilities management—would answer cries for help for administrative advice and training from missions within the bureau.

Post managers nominated the "best and brightest" from various administrative areas with the understanding that these FSNs would travel and train in the field for up to three weeks a year. The Frankfurt Regional Support Center would pay all travel and per diem costs for the FSN Executive Corps.

Corps members are management consultants who receive FSI training and handle a variety of challenging situations. At the most basic level, they support other posts by e-mail or telephone. When the situation warrants, they travel to EUR posts to consult with staff members, suggest customized solutions to post challenges, conduct on-site training and offer other forms of hands-on assistance. Additionally, the Executive FSN Corps conducts short (two- to three-day) workshops in performance evaluation, customer service and team-building skills.

Slightly more than a year into the program, corps members already have helped posts draft position descriptions and job classifications, identify local training needs and

prepare FSN performance evaluations. Corps financial experts have assisted posts in preparing budgets and training voucher examiners and cashiers. The team's general services professionals have strengthened internal controls, procurement and contracting operations in the posts they have visited. The corps' facilities managers have helped with special maintenance and renovation projects, developed purchasing agreements and maintenance contracts, and assisted with budget building. In the area of employee development, experienced corps trainers have conducted customer service and team-building workshops tailored to the needs of the post.

What do the corps members get from their experience? "I was honored to have been selected for the EUR Executive FSN Corps," said George Mathew, a contract specialist from Vienna. "I felt the Department recognized my skills, abilities and contribution as a valuable employee. I was proud to be able to share my knowledge with my colleagues in other posts, but at the same time, visiting their unique environments provided me with a tremendous learning experience and new ideas that I was able to bring back to Vienna." Trevor Bennett, a general services specialist in London, commenting on the week he spent helping an FSN in Dushanbe in the property management unit: "...the short week ...gave me far more job satisfaction than I have had for many years. To hear later that the FSN I worked with received an award from his ambassador made me very proud. It really is a wonderful feeling to be able to pass your knowledge on to FSNs who are so keen to learn."

*"We help  
solve problems  
that other  
posts experience  
and that  
we have  
managed to  
master in our  
own posts."*

*Tom Tait  
Facilities and Maintenance  
U.S. Embassy in Berlin*

The FSN Executive Corps has greatly enhanced the Frankfurt Regional Support Center's ability to assist posts with discrete, one-

or two-week projects where the corps' talents are needed. The Executive FSN Corps was so successful in EUR that the Bureau of Western Hemisphere Affairs requested guidance in developing a similar program. The FSN Training Cadre (see sidebar) is WHA's way of capitalizing on FSN expertise.

Since its founding, the EUR Executive FSN Corps has helped bureau posts use their resources, human and

material, more effectively and efficiently. This fall, EUR plans to expand the corps and to institutionalize the best practices they have introduced. ■

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*Fran Gidez is the human resources training and development officer at the Regional Support Center in the U.S. Consulate General in Frankfurt. Xan Stepp was an intern assigned to the consulate during the summer.*

## HELPING OURSELVES: THE WHA FSN TRAINING CADRE

**By Jennifer Bantel**

One of the components of the Bureau of Western Hemisphere Affairs' training plan was the creation of a skilled and dedicated team of Foreign Service National employees who would organize and conduct training sessions in their area of expertise. Based on the successful EUR Executive Corps, WHA's FSN Training Cadre now has 19 skilled employees with expertise in all of the administration subfunctions, office management and public diplomacy.

WHA gives cadre members the tools they need to be the best facilitators possible. They take the Foreign Service Institute's basic facilitation and delivery skills workshop when they join the cadre, and they receive training in leadership and in their field of expertise throughout their participation. As members, they share their knowledge and experience with their colleagues in the bureau through one-on-one, group and regional training sessions.

By the end of September, cadre members will have conducted more than 30 training sessions and trained more than 400 employees in the region, demonstrating the bureau's commitment to professional development for all of its employees. In addition to improving skill levels and job knowledge throughout the hemisphere, the program has increased coordination and best-practice sharing at participating posts, all quantifiable outcomes. The WHA FSN Training Cadre offers another example of the wealth of talented and enthusiastic employees working in the bureau.

For more about the WHA FSN Training Cadre, visit WHA's Intranet web site at [http://website.wha.state.gov/Leadership/FSN\\_training.htm](http://website.wha.state.gov/Leadership/FSN_training.htm). WHA employees can contact their post management officer for training and support through this program.

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*The author is a post management officer in the Bureau of Western Hemisphere Affairs' executive directorate.*

## NOTES ON REGIONAL TRAINING

**By Aida de Castellanos**

The experiences from the training I have conducted in several Latin American countries have been rewarding. During 2002 I have trained several hundred national employees in leadership, conflict management, team building, positive communication, customer service, delegation of duties, supervision, coaching and FSN position management.

Participants learn how to become better supervisors and employees, and they acquire skills to build a stronger team spirit among their colleagues. They also share experiences and make new friends from similar cultures.

They have other things in common: they all work for the U.S. government, they are familiar with procedures and guidelines, and some find their duties similar. Most of all, they share the same language and are more receptive when the instructor comes from a Latin culture and is one of their own. They are very motivated when they see their trainer is a national employee from another post able to adapt the subject matter to their culture.

Many participants express their appreciation for the interest the bureau shows in making training available at their post in their language. This makes them feel important.

The training has shown excellent and very quick results. The participants are already making suggestions to others about how to handle situations familiar to them. They know their FSN colleagues in neighboring countries are only an e-mail away.

When participants return to their countries they stay in touch with their colleagues and the trainer to share their experiences after the seminar. They feel proud when they can make useful suggestions to their supervisors or peers, sometimes for the first time.

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*The author is a human resources management specialist at the U.S. Embassy in Guatemala City and a member of WHA's FSN Training Cadre.*



# THE SECRET IS OUT: THIS J.O. CAN COOK!

Story by Wendy  
Chamberlin  
Photographs by Sgt.  
Michael Schellenbach

**R**obert Sanders may be an economic officer by day, but by night he is a gourmet chef. Just as Babbette brought joy to the dour Danish village in the film "Babbette's Feast," his talents are a welcome tonic to the U.S. Mission in Islamabad's daily worries of nuclear war, suicide bombers and absent families.

The public saw the relentless series of crises in Pakistan after Sept. 11. Less evident was the nonstop stream of high-ranking visitors and temporary-duty personnel. With no residence manager and a bare-bones staff, the ambassador paid scant attention to planning dinner menus—that is, until Mr. Sanders volunteered his extraordinary talents as master chef.

Regular guests who had been overheard grousing snidely that the food at the ambassador's residence was tasteless and colorless knew things had changed after savoring the chef's pear, onion and cheese strudel hors d'oeuvres. Mr. Sanders' baked squash soup with red pepper coulis and shrimp with almond sauce elicited applause.



*Robert Sanders puts the finishing touches on the soup course.*

Mr. Sanders, 33, who grew up in Santa Ana, Calif., follows his role model, California cuisine creator Alice Waters, in making his first priority dishes that use fresh local products. His fresh cherry and apricot cobbler, for example, capitalized on northern Pakistan's celebrated May fruit season. During the winter months, confident of the refrigeration during the long road trip from the Karachi port, he used fresh shrimp and fish. Prudently, he shifted to pastas lightly flavored with fresh tomatoes as a first course during the hotter summer months.

Mr. Sanders, who watched Julia Child on PBS, takes care that the ambassador's guests do not leave with an uncomfortably stuffed feeling that leads to a fitful night's sleep. "Portions should be sized so that guests anticipate the next course," insisted the Georgetown University graduate, citing his second priority.

In setting priorities, Mr. Sanders exercises diplomacy by accommodating the cultural preferences of his host country guests while still representing American cuisine. In Pakistan, for example, chicken is more of a delectable treat than a good beefsteak. For this reason, his pesto chicken breast is a popular dish.

Moreover, the chicken recipe illustrates his fourth principle: make the meal special by using spices and vegetables common to U.S. cooking but that may be difficult to find in the local market. Here he gets a helping hand from longtime residence head chef Mahmood Ahmed, who trained the embassy gardeners to cultivate fresh basil, parsley, mint, iceberg lettuce, arugula and spinach.

"Food should not interfere with the conversation," is his fifth rule of good entertaining. "After all, we want guests to wrestle with the unfolding events in Afghanistan rather than a lobster shell." He achieves both elegance and ease, for example, with his grilled fish with cilantro chutney steamed in banana leaves. Queen Noor of Jordan praised the dish highly during her visit.

Color, too, makes meals more exciting, and the junior officer enjoys the rich orange of local carrots for his pureed carrot with ginger and orange vegetable side dish, sometimes adding candied kumquats to chicken breasts as well.

Of course, the size of the function determines the menu to a certain extent. The junior officer and his head cook would only attempt the poached peach in a caramelized sugar cage dessert for small parties because of the difficulty in making the delicate cage.



*From left, Mahmood Ahmed, head chef; Said Masih, kitchen assistant; and Robert Sanders prepare the main course of another gourmet meal.*

This delightful dessert illustrates the chef's final rule in new-age American cuisine: presentation. Local favorite lamb chops stand at attention around a puff of mashed potatoes and his strawberry shortcake builds to a dazzling tower.

Mr. Sanders leaves Islamabad in December for Beirut, where his reputation as an accomplished chef is likely to arrive before he does. ■

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*The author is former U.S. Ambassador to Pakistan.*

## GRILLED FISH WITH CILANTRO CHUTNEY IN BANANA LEAVES (6 Servings)

### FOR CHUTNEY:

1 (1- by 1-1/2-inch) piece fresh ginger, peeled  
5 garlic cloves  
1 fresh hot green chile such as jalapeno or serrano, trimmed  
1/2 cup chopped fresh coconut  
3 cups fresh cilantro sprigs  
1/3 cup fresh mint leaves  
1/4 cup white-wine vinegar  
1 teaspoon sugar  
1/4 teaspoon salt, or to taste

### FOR FISH:

1 (1-lb) package frozen banana leaves, thawed  
6 (6-oz) pieces white fish fillet (1 inch thick) such as wahoo, cod, or halibut

**SPECIAL EQUIPMENT**  
kitchen string

### PREPARE GRILL.

**MAKE CHUTNEY:** Finely chop ginger, garlic, chile and coconut in a food processor. Add cilantro and mint and process until chopped. Add vinegar, sugar and salt, and blend chutney well.

**PREPARE FISH:** Cut banana leaves into 6 sheets (12 inches by 10 inches each). Arrange in a stack with a short side nearest you. Season fillets on both sides with salt and pepper. Spread 1 slightly rounded tablespoon cilantro chutney on top of a fillet, then invert onto center of a banana leaf, arranging fillet crosswise. Spread another slightly rounded tablespoon of chutney on top of fish. Fold bottom edge of leaf over fish and fold in sides over fish, then fold package away from you, enclosing fish. Tie package (in both directions) with a 24-inch piece of kitchen string. Repeat with remaining fillets, chutney, and banana leaves.

Grill fish, turning over once, until cooked through, 8 to 10 minutes (untie 1 package to check doneness). Cut string before serving and transfer packages to 6 plates. The banana leaves are inedible, but they make a nice presentation.



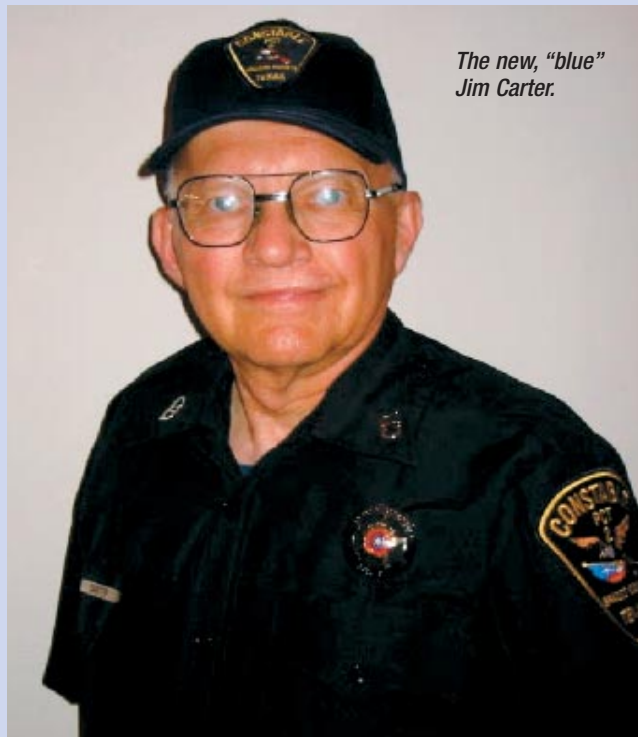
# OUR TOWN

**T**he ideal place to retire is a small town with a large university, according to James W. “Jim” Carter, who retired from the Foreign Service in 1995.

Mr. Carter and his wife Millie chose Bryan, Texas, for their retirement home. Its sister city, College Station, is home to Texas A&M University. The combined population of the two cities is about 125,000. There are five golf courses, low living costs and unemployment rates, and “great winter weather.” They also “get some of the best of world culture at half the price” and the opportunity to pursue intellectual interests.

But that’s not all college or university towns offer, says Mr. Carter, a consular officer for most of his 34 years. Employment is another benefit. He found employment as an international student adviser at the university within a year of moving there. After a year in the job, he decided that what he really wanted to do is law enforcement.

Today, he’s a sworn peace officer and criminal investigator. And when he’s not at that job, he’s helping Millie run a bed and breakfast and quilt shop out of their home, earning a second college degree and volunteering for countless civic events.



*The new, “blue”  
Jim Carter.*



*Jim and Millie Carter in front of their Wilderness Bed and Breakfast in Bryan, Texas.*

The B&B, he readily admits, is just a sideline and an excuse to own a five-bedroom house to display “all the stuff we accumulated” during those tours in Chile, Mexico, Argentina, Jamaica, South Africa, Burma, Japan and the Philippines. They get some guests from overseas, but most are Texans in town for a university event.

You may reach the Carters by e-mail at [jwcarter@tca.net](mailto:jwcarter@tca.net).

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*Editor’s note: This is the first in a series of occasional articles about retirees and their choice of retirement spots. If you wish to contribute a short piece about your town and why you chose to retire there, please write or e-mail the editor.*

# Will They Come?

## Officials Find Desire for Mentors

By Susan Beffel

If you build it, will they come?

That was the question members of a committee responsible for the Department's new mentoring program for Civil Service employees were asking each other at their first general session last March. The program had formal structure, clear goals, eye-catching handouts, management support and more. All that was needed now were participants.

To help bolster their belief in what they were doing, one attendee, Deborah Jackson, said mentoring had changed her life. She participated in a mentoring program in 1998 at the former U.S. Information Agency, where she overcame her shyness by interviewing nearly two dozen senior officials on how to develop her career. Among the suggestions she received was a weekend program at Trinity College, where she is now a part-time student majoring in international studies.

The current pilot mentoring program for Civil Service employees, an initiative of the Bureau of Human Resources' Office of Civil Service Personnel Management, matches mid- or senior-level employees, or mentors, with employees, or protégés, who can learn from their experience. The Bureau of Consular Affairs competed successfully to host the pilot. As a result, only CA Civil Service employees in the Washington area could apply to be protégés. For mentors, however, the pilot program drew on Civil Service and Foreign Service employees throughout the Washington area.

The idea originated with Laura Sells, then a career development specialist in CSP, who proposed such a pilot in her application for a fellowship from the Council for Excellence in Government. To help her design such a mentoring program, she enlisted the help of a seven-member committee from a cross section of the Department.

The committee agreed that its primary goal was to foster career development at all levels of the Department. That included energetic newcomers and rising stars as well as those who felt stuck in place. They also wanted to help participants understand the Department's culture, values and relationships; increase communication throughout the Department; support succession planning; foster diversity and aid in recruitment and retention.

The committee looked at 20 public and private organizations with mentoring programs to see what worked and what didn't—and what might

succeed at State. They chose a formal, one-on-one pairing of mentors and protégés that would last one year, with a pilot program starting this year and a Department-wide program next year.

They designed forms, drafted memos, answered questions, researched vendors to facilitate the potentially overwhelming paperwork and selected one with online applications. Members of the committee briefed the director general, who approved the pilot program. The committee briefed bureau executive officers and reviewed applications from bureaus before selecting Consular Affairs to host the pilot.

The call for applications last March resulted in 24 pairs of mentors and protégés.

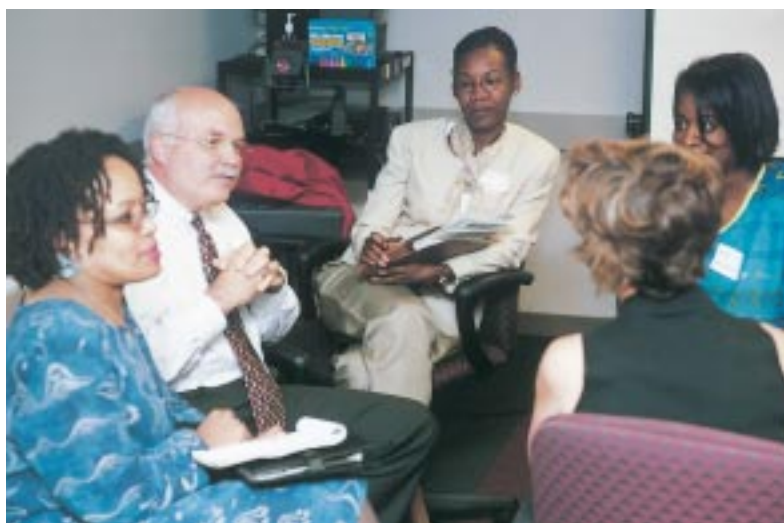
A full-day training session on making the most of mentoring included a forum in July featuring mentoring author Gordon Shea and a visit to the Career Development Resource Center. Other quarterly sessions will include a midyear energizer and a final evaluation of the pilot.

Meanwhile, an eight-member implementation committee that's overseeing the pilot and planning its future is looking at ways to expand the program to include Civil Service protégés from all bureaus.

To learn more about the pilot program or how to set up your own informal mentoring, visit HR's Intranet site at [http://hrweb.hr.state.gov/csp/cs\\_mentoring.html](http://hrweb.hr.state.gov/csp/cs_mentoring.html). ■

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*The author is an employee in the Office of Civil Service Personnel Management.*



*Employees participate in a Civil Service mentoring forum. They are, from left, Donna Butler, Paul Lawrence, Carmen Montgomery, Beda Matthews and Maureen Ruppert.*

Photo by Mark Stewart



# Clean Water on Tap

**By Rudy Marrazzo and Claire Huson**

**T**he ancient mariner lamented the fact that there was water everywhere but not a drop to drink.

Americans are luckier. The municipally treated water they drink from the tap in this country must meet federal standards that cover a variety of contaminants. While the water sources may vary from rivers and lakes to ponds, reservoirs, springs and wells, under the federal Safe Drinking Water Act, local water treatment authorities must provide their customers with an annual report on drinking water quality.

Just as water sources vary, so do contaminants. Viruses and bacteria from sewage treatment plants, septic systems, agricultural livestock operations and wildlife, for example, are microbial. Others are inorganic—such as salts and metals that may be naturally occurring or result from urban storm water runoff, industrial or domestic wastewater discharges, oil and gas production, mining or farming.

Pesticides and herbicides are contaminants that may come from agriculture, urban storm water runoff and residential uses. Organic chemical contaminants include synthetic and volatile organic by-products of industrial processes, petroleum production, gas stations, urban storm water runoff and septic systems. Finally, radioactive contaminants can be naturally occurring or result from oil and gas production and mining additives.

Annual reports on drinking water quality, usually mailed to the customer's home, list substances detected in the treated water and indicate whether the levels exceeded the allowable EPA maximum contaminant standards and what corrective measures were taken if needed. Water authorities are required to notify the public immediately when a contaminant level exceeds an EPA standard and poses a public health risk. Persons whose water supply comes from a private well are urged to have their water tested periodically for contaminants. Local and state water authorities and public health offices, as well as the EPA Drinking Water Hotline, (800) 426-4791, are good sources for advice on well water quality and for dealing with detected contaminants.

While the local tap water at some overseas posts is considered potable, at a large number of posts the local water is unsafe. Posts either treat the water centrally to achieve potability by using point-of-entry systems or install point-of-use devices at sink locations. Some resort to purchasing or producing their own bottled water.

Bottled water is only as good as its source, and, according to the Natural Resources Defense Council, municipal treatment plants are the source of more than 25 percent of bottled water in this country. The National Sanitation

Foundation identifies bottled water that complies with EPA drinking water standards. If you can't find NSF-certified bottled water, look for international brands because they, too, must meet FDA standards to be sold in the United States or use a brand used by reputable airlines.

Overseas, some post health units test local bottled water periodically for bacteria. The results have been reassuring at some posts and scary at others.

Long-term use of bottled water can be expensive. A point-of-use treatment device, or POU, to complement or replace bottled water is frequently a wise investment. Many general service officers at overseas posts choose POUs, particularly for residences.

To know whether a POU is suitable, you need to first identify the problems with the drinking water to be corrected. Is it microbiologically unsafe? Are bacteria, protozoans or viruses present? Is lead being introduced by the faucet or old plumbing solder? Or do the chlorine or other chemical odors simply irritate you?

POUs typically employ one or more treatment techniques, from microfiltration, distillation and reverse osmosis to carbon absorption filtration, iodine resin or ultraviolet radiation. Distillation and reverse osmosis are both very thorough treatments, while the others may be adequate for certain needs.

Distillers are very popular at overseas posts because of their thoroughness, simplicity and relatively low maintenance. Where water is microbiologically safe, however, some of the pour-through pitchers sold in grocery stores are very practical and effective at removing particulates and lead and improving taste. While microfiltration can eliminate sediment, bacteria and cysts, tiny viruses remain. Ultraviolet radiation can kill bacteria but not cysts. All POUs require maintenance to ensure good-quality drinking water.

A Canadian health support bulletin noted that "travel broadens the mind—but loosens the bowels!" *Turista*, *Montezuma's Revenge* and *Delhi Belly* are familiar terms.

But diarrhea isn't funny. Some measures you can take to prevent it include boiling water for at least three minutes before drinking, making ice or using it to brush your teeth; carrying your own bottled water or drinking bottled or canned water, soda, juice or hot beverages; avoiding frosted or iced glasses; drinking only small quantities of fluids if you are unsure of the hygiene; and not swallowing water while bathing, showering and swimming.

Obviously, as the ancient mariner suggested, water is everywhere but it's not all safe to drink. ■

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*The authors are environmental health specialists in the Office of Safety, Health and Environmental Management.*

# People Like You

## Life's a Stitch

**T**he second in a family of eight children, Terry Blatt was smaller than some of her younger siblings and suffered from the humiliating practice of hand-me-ups. To stretch the family's clothes budget, her parents passed slightly worn, out-of-style clothes the younger kids had outgrown up to Terry for further use.

By the time she was 11, she realized the only way she was going to have clothes that were truly her own was to make them herself. No close family member could sew, so she taught herself. She started with a relatively simple pattern for a dress and still remembers her joy in discovering that her first effort was a presentable dress she could wear comfortably to school. Soon, she was making all of her skirts, dresses and blouses.

Ms. Blatt, a team leader in the Bureau of Educational and Cultural Affairs' International Visitor program, tried knitting but tired of searching for the proper equipment and instructions for a left-handed knitter. Later, while living in Chile as a high school exchange student, she learned to crochet from the mother of the family whose home she was sharing.

She recalls her busy college and graduate school years as something of a hiatus in her sewing. But after earning her degrees, she went to work at the Pentagon, where she noticed a particularly well-dressed female assistant secretary. Always interested in style, she asked the woman where she bought her clothes. "Oh," the assistant secretary replied, "I don't buy my clothes. My mother makes them for me."

It was a reawakening of Ms. Blatt's own talent, a reminder that she was also capable of creating works of art with needle and thread. She took her equipment out of

mothballs and started sewing again. When friends got married or had children, Ms. Blatt would design a unique, personal gift in the form of a piece of clothing or a quilt, drawing the pattern free-hand at first and



*Terry Blatt models her "stress dress" in her office.*

then adjusting it to the size of the recipient. Invariably, she stitched the finished product by hand, without resorting to bulky machines that confined the creative process to a cramped sewing room. She could work on her creations wherever she went, even at the bedside of a close family member suffering from a serious illness.

Indeed, of all her sewing creations, Terry Blatt is most proud of a dress she made for herself while caring first for her ailing brother and then for her mother. For two hours a day for eight months, she labored at their bedsides, keeping them company and caring for their needs as she stitched a beautifully upbeat dress covered with striking flowers reminiscent of Van Gogh's sunflowers. It was truly a labor of love, therapy for Ms. Blatt's grief just as her presence was therapy for her brother and mom. Like Van Gogh's Van Goghs and Picasso's Picassos, Terry Blatt's "stress dress," as she calls it, was much too personal to part with. She still wears it to work on occasion to the delight of her colleagues who know and appreciate the story behind it.

—Dave Krecke



*Terry Blatt hand-stitched this colorful abstract quilt.*



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## STATE OF THE ARTS

### Upcoming Calendar

- ◆ **Oct. 30** Francesc de Paula Soler, the Poet of the Guitar
- ◆ **Nov. 6** Memorial concert for composer Eugene Sheffres
- ◆ **Nov. 20** Concert pianist Eric Zuber
- ◆ **Dec. 4** Soprano Cynthia Young and mezzo-soprano Barbara Schelstrate
- ◆ **Dec 18** Christmas concert with Nick Greanias and Friends

*Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.*

# A Salute to the Sergeant Major

By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association recently honored Sgt. Maj. Walter Bruce on his retirement with a piano recital by students from Georgetown University and the Department of State.

The thank-you to the sergeant major for his work while on detail from the Pentagon came from students ranging in age from 5 to 82.

Marcus Brown, 5, son of employee Julia Brown, kicked off the recital with a robust *Sing a Song of Sixpence*, followed by Callan Yanoff and Logan Yanoff, a brother-sister team, who played music by Faber and Poe.

Richard Livingston, a retired Foreign Service officer, gave a lively rendition of Rollin's *Waltzing the Blues* while

Jonathan J. Rhodes from Georgetown played Kabalevsky's *Waltz*. Anne Herr, an analyst in the Bureau of Intelligence and Research, performed a very polished *Autumn Is Here* by Gillock. Former Senator Charles H. Percy inspired the audience with his patriotic offerings, while J. P. Singh, an assistant professor at Georgetown University, played three selections, including the *Arabian Nights*.

As part of the salute, Chuck Johnson performed Thompson's *Tango Carioca* followed by Sara Ludin, who played Lavalley's *The Butterfly*, *Opus 18*, and Rachmaninoff's *18th Variation from Rhapsodie on a Theme of Paganini*.

When Juliette Jarvis performed *Take Five* by Desmond, the audience swayed with the music. The audience also responded favorably to Sarah Rahal when she played Rachmaninoff's exquisite *Elegie, Opus 3, no. 1*. Pianist Koto Kimura performed the *First Movement* of the sonata by Hindemuth.

In a final salute to Sgt. Maj. Bruce, Kinisha Latoya Forbes performed three selections by Bach, Mozart and Shostakovich, followed by Wayne Dorsey's performance of Chopin's *Polonaise in A flat major, Opus 53 (Heroic)*.

The series recently hosted the American debut performance of Chinese-born diva Shu-Cheen Yu, who was accompanied by pianist Li-Ly Chang. During her appearance, she performed Caccini's *Ave Maria*, Puccini's *O Mio Babbino Caro* and *Signor, Ascolta* and a crowd-pleasing selection of Chinese folk songs.



*Soprano Shu-Cheen Yu sang opera and Chinese folk songs.*



*Five-year-old Marcus Brown takes a bow after his performance.*

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*The author is a computer specialist in the Executive Secretariat.*

## O B I T U A R I E S

*William O. Boswell*, 89, a retired Foreign Service officer, died Aug. 8 in Bethesda, Md. He joined the Foreign Service in 1938 and was assigned to Le Havre, Georgetown, Lisbon, Paris, Rome and Milan, where he was consul general, and Cairo, where he was deputy chief of mission. In Washington, D.C., he directed the Office of Security and the Office of International Conferences. Mr. Boswell was also elected president of the American Foreign Service Association.



abuse counselor for the CIA.

*John R. "Jack" Davis*, 70, a retired Foreign Service officer, died Aug. 18 at Black Butte Ranch near Sisters, Ore. He served in the Navy during the Korean Conflict and joined the Foreign Service in 1962. During his 25-year career, he served in Mexico, Argentina, Costa Rica, Ghana and the Sinai Peninsula. After retiring,

Mr. Davis served as a substance

*Stella Elizabeth Davis*, 85, a retired Foreign Service officer, died July 14 in Albany, Ga. A cultural and public affairs officer, Ms. Davis served in the U.S. Information Agency from 1951 to 1973 with assignments in South Africa, Ethiopia, Kenya, Vietnam, Tanzania and Ghana.



*William I. Graham*, 82, a retired Foreign Service staff officer, died July 18 in Sarasota, Fla. He joined the Foreign Service in 1946 and served in Addis Ababa, Tangiers, Beijing, Hong Kong, Vienna, Tokyo, Okinawa and Porto Alegre. He retired in 1970.



ing in 1974.

*Raymond L. Harrell*, 96, a retired Foreign Service officer, died Aug. 15 at his home in Cocoa Beach, Fla. Born in the Philippines, the son of an Army officer, Mr. Harrell served as an officer in the Navy during World War II and joined the Foreign Service shortly afterwards. He served in Bogota, Havana, Mexico City and Bonn before retir-



Vancouver. After retiring from the Department in 1975, Mr. Horan worked for the Department of Justice for 20 years.

*John R. Horan*, 85, a retired Foreign Service officer, died May 30 of a stroke in Point Roberts, Wash. He joined the Foreign Service in 1945 after serving three years with the Army Air Corps during World War II. He was posted to London, Rome, Prague, Paris, Vienna, Lisbon, Tel Aviv, Panama City, Naples, Hamburg, Munich, Trieste and

*Arthur G. Huddle Jr.*, 63, husband of retired Foreign Service communications specialist Edith Quick Huddle, died May 30 in Carrollton, Texas, of non-Hodgkins lymphoma. Mr. Huddle accompanied his wife on assignments to Spain, Germany, Finland and Switzerland.

*Donald Kreisberg*, 68, a retired Foreign Service officer, died June 8 of congestive heart failure in Chevy Chase, Md. He entered the Foreign Service in 1958 and retired in 1987 after serving in Munich, San Salvador, Manila, Santiago and Curacao. Before joining the Foreign Service, Mr. Kreisberg served as an officer in the U.S. Army in Germany and Pakistan. After retiring, he escorted performing arts groups on tours throughout Latin America, Eastern Europe and the Mediterranean for the U.S. Information Agency.



## O B I T U A R I E S



*Sue Merrick Maule*, 69, wife of retired Foreign Service officer Robert W. "Bill" Maule, died Aug. 4 in Bremerton, Wash. from pancreatic cancer. She accompanied her husband on assignments in Brussels, Baghdad, Port-au-Prince, Vienna, Beirut, Montreal, London and again in Montreal, where Mr. Maule served as consul general.

*Richard Queen*, 51, a retired Foreign Service officer, died Aug. 14 at home in Falls Church, Va., from complications related to multiple sclerosis. In 1979, he was taken hostage with 65 other embassy employees in Tehran. After 250 days in captivity, Mr. Queen was released when Iranian doctors discovered he had an undetermined illness that turned out to be multiple sclerosis. After the remaining hostages were released Jan. 20, 1981, he resumed his career, serving in London and Toronto. His health continued to deteriorate, and he served in the Bureau of Consular Affairs in Washington, D.C., until his retirement in 1995.



*Elsie M. Quick*, 89, a retired Foreign Service officer, died June 20 in North Carolina after a long illness. An employee of the War Department before and during World War II, Ms. Quick joined the Department in 1949 as an economic analyst in the division of functional intelligence, the predecessor of the Bureau of Intelligence and Research. In 1960, she joined the Foreign Service and was assigned to Seoul, Copenhagen and the Bureau of African Affairs in Washington, D.C. She retired in 1970.

## P E R S O N N E L   A C T I O N S

### Foreign Service Retirements

Bocskor, David P.	Fleming, William D.	Perry, Robert C.
Brigman, William M.	Harrison, Beverly O.	Smithson, Lucille M.
Carpenter, Richard A.	Karlen, Dale A.	Valenti, Rose Marie
De Brosse, Ronald P.	McCallie, Marshall F.	Willis, Mark W.
de Pinedo, Jacqueline	Morris, Dale C.	
Dowling, Thomas E.	Newman, George P.	

### Civil Service Retirements

Artis, Annie M.	McDaniel, Joyce D.
Carter, Mildred A.	Robinson, Inez P.
Castello Branco, Hairam	Roh, Sigmund S.
Catlett, William H.	Short, Robert C.
Gillespie, Vivian Sue	Smoaks, Joyce L.
Gunn, Joyce	Stormont, Russell M.
Johnson, Nellie M.	White, Elizabeth Ann
Malkin, Joanne R.	

# ALL FIRED UP AT STATE

THE BUILDING IS ON FIRE!

FINE. I'LL NEED A DETAILED MEMO LAYING OUT POSSIBLE RESPONSES.

THE PYRO PLANNING OFFICE WILL HAVE TO CLEAR ON THIS MEMO...

SHOULD WE AUTHORIZE WIDESPREAD PANK?

ONLY FOR ESSENTIALLY PANICKY PERSONNEL...

DO YOU SMELL SMOKE?

NOT WITHOUT MANAGEMENT APPROVAL I DON'T!

SO IS THIS AN ACTION MEMO?